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**ANALYSIS OF HUMAN RESOURCES READINESS THROUGH ADKAR,  
MANAGEMENT COMMITMENT AND SPECIFIC COMPETENCE APPROACH IN  
SUPPORT TRANSFORMATIONAL ERA OF PT KERETA API INDONESIA (PERSERO)**

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*Abstract-PT Kereta Api Indonesia performs the transformation towards the service orientation in order to keep survive in its business environment. Human resources readiness of supporting the transformation is determinative without it, the company will fail in transformation and pursuing the business target. This applied ADKAR (awareness, desire, knowledge, ability and reinforcement), management commitment (organization support, reward, empowerment and training) and specific competencies (hospitality competencies based benchmarking results) and (5 based values as competencies). As an approach to analyze human resources readiness variables of behavior to change that consist of consists of the belief, attitude and motivation were tested and analyzed by applying path analysis model. Path analysis showed that the two factors had strong relations with behavior toward change, and that ADKAR and specific competencies (5 based values) were highly influential. Descriptive analysis and path coefficient matrix led to discovery among the three factors should be considered by management of PT KAI to prevent failure in transformation. The indicators should be improved, developed and maintained to stimulate the person's readiness of PT KAI.*

*Keywords: PT Kereta Api Indonesia, Human Resources Readiness, Behavior to Change, service orientation.*

## 1. Introduction

In 2009 PT Kereta Api Indonesia (PT KAI) do transformation to answer the challenge and growing bigger in the future. Mr. Igantius Jonan was appointed to be a new CEO at the company, mandated by Minister of state. The business is expanded from passengers transportation into optimized the assets and become more service oriented than before. The reason why PT KAI do transformation are the low financial performance in 2007 and 2008, the safety performance is low, the customer disappointed is quite high, and many competitors offers better price and services. Transformation will not run properly if it is not supported by their human resources.

In PT KAI's grand strategy, there is fix continuous improvement in order to improving human resources capabilities. This strategy is done because a majority of the employees had elementary-junior high (56,93%) educational background (Strategic Management 2009-2013). Thus, the competence is not enough to meet the challenges in the future. In addition to develop and increase in competency, the company also strives to always improve support in providing the facilities and infrastructures to developing and improving the quality of human resources in order to behave in accordance with the company new slogan "Anda adalah Prioritas Kami" to rebrand the new image and spirit to give a better service to customer. The transformation will not success when the peoples not have a readiness to support and implement the change programs. The peoples readiness to support change is more important consideration for PT KAI, if the goal of the change will be achieve.

## Literature

### A. Specific Competencies for Hospitality

A competency is an based on characteristics of person's personality and can be widely predictable behavior in certain situations and job task (itis predictive to behavior and performance) related to criterion-referenced (it is measureable on a specific criterion or standard) effective and/ or superior performance in an occupation (Spencer, 1993, p.9). Five types of Competency Characteristics:

1. Motives. The things a person consistently thinks about or wants leading to actions.
2. Traits are physical characteristics and consistent response to situations or information.
3. The self- Concept is a person's attitude, values, or self-image to reactive motives which she or he should do in short term conditions while the others are in charge.
4. Knowledge. Information owned by an individual has in specific content fields. Knowledge at best predicts what someone can do, what he or she will do.
5. Skill is an ability to perform a certain physical or mental risk. Mental or cognitive skill competencies include analytic thinking (processing knowledge and data, determining cause and effect, organizing data and plans), and conceptual thinking (recognizing patterns in complex data).

### Benchmarking to Thalys, Accor Hotel, and Garuda Indonesia

The benchmark resulted from Thalys, Accor Hotels and Garuda Indonesia, and assosiated literature, it can conclude there are 10 competencies relating to hospitability, namely:

1. Interpersonal skill
2. Work spirit
3. Good communication and language skill
4. Team spirit and team player
5. Service efficiency and rapidity
6. Enthusiasm and attitude (service spirit)
7. Availability and reactivity (respond to request)
8. Adaptability
9. Consistency
10. Friendly and kindly (Indonesia's hospitality)

### B. Management Commitment

An effort to cultivated commitment employees, there are some of that determines (Tavitiyaman, 2004):

#### 1. Organizational Support

Organizational support can be interpreted that employee perceives the organization encourages, respects and recognize to well-performed employee and create a new ideas ofcreativity (Scott and Bruce 1994). Meanwhile, Eisenberger et al (1986) argued that the employee trust came from treating fairly and rewarding them and appreciating their contribution to the company.

#### 2. Reward

There are two types of reward: positive reward (increases of merit pay, recognition and advancement in the organization), and negative reward (reprimanding, dismissal or holding of pay), both of type or reward have relationship with job performance (Reitz 1971, Sims & Sziagy 1975 in Tavitiyaman 2004).

#### 3. Empowerment

Empowerment is one of employment strategy to control commitment from employees (Lashley 1995 in Tavitiyaman 2004). Empowerment is equired in the service business because contact employees need a flexibility to make quick decisions to satisfy the customer (Hartline & Ferrell, 1996 in Tavitiyaman 2004).

The successfully implemented empowerment it depends management commitment and continuous information communication. Top management can generate a positive empowerment, while they can create an appropriate environment into the organization. When empowerment is successfully implemented in an organization, the occupational satisfaction will be achieved (Rafiq & Ahmed, 1998).

#### **4. Training**

Training is the combined activity in which information and skill practice transferred. Training potentially increase the employee's skills inventory to prepare for future growth and needs. These skills are useful to accomplish job more effectively and more efficiently, and at the end, to give a positive contribution to the company (Katz & Kahn, 1978 in Tavitiyaman 2004). To provide good service quality, employees must be trained to deal with customers and problems; to react when something goes wrong, to learn technical and functional skills, to listen to customer problems, to resolve customer anger, and to provide appropriate responses (Boshoff & Allen, 2000). Training program also enhances employee motivations, knowledge and skill to help organization to achieve the goal (Tavitiyaman 2004).

#### **C. Current Hospitality related to 5 Based Values**

PT KAI competencies based on 5 based values that applied to all levels of staff and employees. SIMAK consists of:

1. Integrity: consistency in understanding the job description and willing to adapt to the values, organization policy, and business ethic.
2. Professional: master of conceptual and technical knowledge related to and responsibility for the job.
3. Safety: consistency of implementing work procedure to minimize or avoid the risk and accident.
4. Innovation: ability to produce an innovative and applicable ideas related to the job.
5. Service orientation: to provide the best service to customers to meet their expectations.

#### **D. Change Management, Change Readiness and Behavior to Change**

##### **1. Change Management**

Based on a palmer (2009), two main reasons, dorse company to make change.

- ✓ In competitive economy, a company's survival depends on shareholder satisfaction.
- ✓ Organizations and human systems, the objectives of change managements on this perspective are required to increase an organization's adaptability, so that an organization may meet shareholder value, and the knowledge is needed for making a change.

##### Environmental Pressures for Change (Palmer, 2009)

Environmental pressures are one focus for explaining the change. These often occur where an organization's resource base decreases as a result of reduced demand of products and sales, decreased in market share, and poor investment decisions (Palmer, 2009).

- ✓ Mandated change: the changes occur because of the legal influence and Governmental policy regarding business processes within the company.  
PT KAI is based on Constitution No. 23/2007 regarding railway matters, it is stated that railways was held with the aim to facilitate the safe, secure, convenient, fast, smooth, precise, orderly, organized, and efficient movement of people and/or goods, thus supporting equity, growth and stability; and boosting and driving national development.
- ✓ Market Decline Pressures, changes made by crashing or dropped market. It is caused due to the presence of competitors with similar target markets with a better than company offering.
- ✓ Reputation and credibility pressures, the change are associated with maintaining proper governance mechanism to ensure a positive corporate reputation. Corporate reputation, defined as "a collective representation of firm's past actions and results that describes the firm's

ability to deliver valued outcomes to multiple stakeholders”, is an intangible, but an important corporate asset, being positively correlated with organizational performance.

#### Organizational Pressures for Change (Palmer 2009)

- ✓ Growth Pressures, The change coming from the company growth and development. To adopt policies, practices and new causes change the system become painfully necessary reconciliations to the mark.
- ✓ Integration and collaboration pressures, some changes are made in order to better integrate the organization or create economies of scale across different business units.
- ✓ Power and Political Pressures. This change is related to internal political pressures associated with changes at the board and CEO levels. Some changes are made to alter traditional internal power relationships in order to speed up decision making to allow other access to engaging it.

## **2. Change Readiness**

Readiness is the cognitive precursor to the behaviors of either resistance to, or support for, a change effort (Palmer, 2004). Readiness is described in terms of the organizational members': 1. beliefs, 2. attitudes, and 3. intentions (motivation) (Armenakis, 1993) regarding the extent to which changes are needed and the organizational capacity is sufficient to make a successful change. Applying ADKAR, could provides insight whether the company employees and the environment aware of any changes and the presence of a stimulus or encouragement to make changes. ADKAR can also represent the change readiness element based on Stewart (1994) in Palmer (2009).

## **3. Behavior Readiness to Change**

Readiness is the cognitive precursor to the behaviors of either resistance to, or support for, a change effort. Belief, attitudes and perceptions (motivation) are indicated as a factor for successful change (Armenakis, 1993 in Vakola 2005). Unless the majority of the staff perceives that the organization develop supportive organizational mechanisms to change, such as top management commitment, training, allocation of resources, etc (Vakola, 2005).

### **✓ Belief**

Belief is the experience of human being which is a summation of mind, body, spirit and connection to our external world. These elements are interactive, making changes in one affects another. Belief is developed from the interaction between internal and social experience. (Bird, 2011).

### **✓ Attitude**

Beckman (1967) in Vakola (2005) defines attitude as certain regularities of an individual feelings, thoughts and predispositions to act toward some aspects of his/her environments. Elizur and Guttman (1976) in Vakola (2005) said that, attitude toward change, in general, consist of a person's cognitions about change, affective reactions to change, and behavioral tendency toward change.

### **✓ Motivation**

Motivation is the set of reasons that determines one to engage in a particular behavior. The motive is "internal tension" or "internal urge" that drives the human organism to set himself a goal by means of the activity and to achieve it.

## **2. Conceptual Framework and Methodology**

### **A. Model Hypothesis**

Based on the literature, the framework of this research was developed by the model hypothesis as seen in below

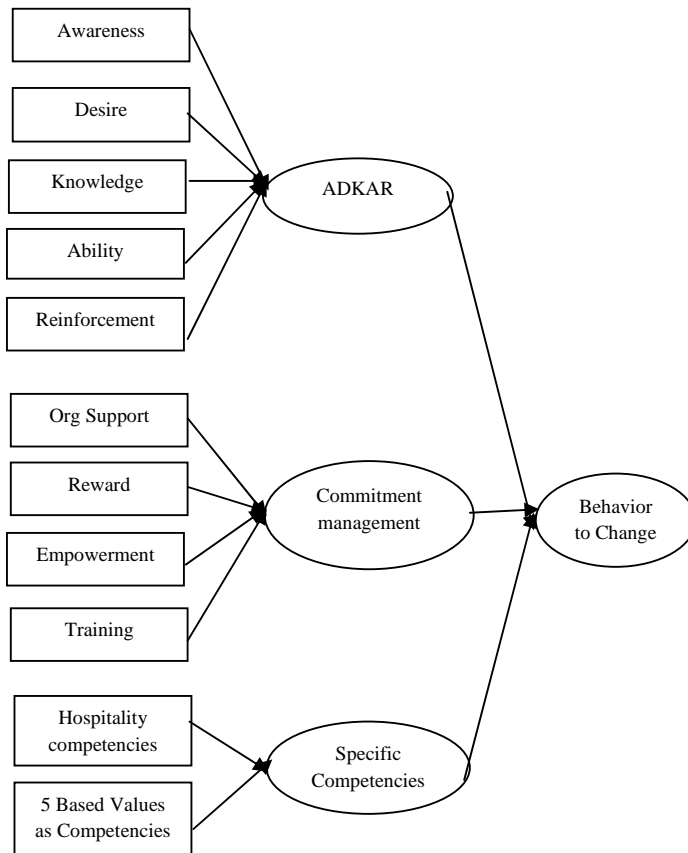


Fig 1. Framework of Model Hypothesis

## B. Methodology

### *Respondent*

Research was held in Indonesian state-owned railway company, PT Kereta Api Indonesia as originator and implementing the core changes. Samples were collected specifically from PT. KAI's head office (all directorates) based on two considerations: (1) Due to time limitation of the research period and (2) based on the facts that organization's policies, business process, and management practices usually "made" in the head office and is commonly spread out to all members of the organization.

### *Gathering Data and Information*

This research used qualitative and quantitative method. A qualitative approach was done by doing semi structure interview with HR managers and VPs. A quantitative method was done by questionnaire survey to all directorates, consisted of 56 questions based on 3 factors constructed.

### *Statistical Method: Path Analysis*

Bohrnstedt (1974) in Kusnendi (2005:1) in Suryana (2010:125) said that path diagram is a technique for estimating the effect's a set of independent variables has on a dependent variable from a set of observed correlations, given a set of hypothesized causal asymmetric relation among the variables. The objectives of path analysis is to measure the direct influence along each separate path in such a system and thus of finding the degree to which variation of a given effect is determined by each particular cause (Maruyuma, 1998:16 in Suryana, 2010:125).

### Descriptive Analysis Method

Descriptive analysis method of calculating the mean in every indicator in each sub-factors of X and Y which reflects the readiness of people in PT KAI through every indicator in employees mind.

### Matrix of Importance

The result of path analysis and descriptive analysis, then put together into a matrix to infer where the variable X should be an urgent priority and secondary priority for PT KAI to improved and maintain implementation.

The matrix has four quadrants with two dimensions. The horizontal line shows the descriptive analysis and the vertical line shows the path analysis.

### The Analysis

#### Path Analysis Result

R	R square	Adjusted R square	Std. Error of estimate	T Statistics
0,787	0,619	0,603	3,55709	40,953

The table above explains the relationship between human readinesses (X) to behavior to change (Y). Based on the table above it can be seen that the value of t statistics are for 740,953. Using the 95% confidence level obtained value is equal to 2,462 t table. Because the value of t statistic is higher than t table it can be concluded that the Human Resources Readiness (X) has a positive influence on Behavior to Change (Y). The amount of R Square (coefficient of Determination) is 0,619. This means 61,9% of the influence of human readiness to change behavior is explained by the ADKAR, commitment management, and specific competency (hospitality competencies and 5 based values as competencies); while the remaining 38.1% (100%-61.9%) is explained by other causes. Column R of 0,787 explains the magnitude correlation between the variable quality the ADKAR, commitment management, and specific competency (hospitality competencies and 5 based values as competencies) towards the behavior to change simultaneously is a strong relationship.

The research result can be summarized that the more decisive factor  $X_1$  (ADKAR) had influence 23,63%, factor  $X_2$  (commitment management) had influence 1,88%, factor  $X_{3.1}$  specific competencies (hospitality competencies) had influence 14,71% and factor  $X_{3.2}$  specific competencies (5 based values) had influence 21, 63%. Factor  $X_1$  (ADKAR) = 23,63% and factor  $X_{3.2}$  specific competencies (5 based values)) = 21,63% which has the greatest influence on behavior to change.

### Descriptive Analysis Result

The numbers in the "mean" describe that the readiness to support change in reality represents from their answers to the questionnaire. The bigger value means good. The category criteria based on a Likert scale. Thus 72,2% above belongs to good category, below 72, 2% suggests that PT KAI should pay more attention to those indicators to prevent the change failure.

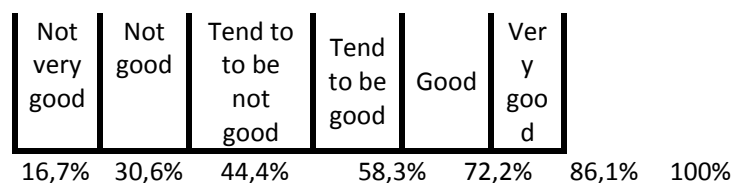


Fig 2. Range of Descriptive Analysis Criteria

Descriptive analysis is derived from mean of path analysis coefficients, which is 0,21. Above 0,21 means that the factors have more influence to behavior to change at PT KAI, X1: ADKAR and X3.2: specific competency (5 based value). The summary analysis of ADKAR factors is as follows:

Table 1. Summary Analysis Of ADKAR

No	Sub-variable	Score
1	Awareness	3767
2	Desire	2812
3	Knowledge	1738
4	Ability	2804
5	Reinforcement	1788
Total		12909

Knowledge and Reinforcement are belong to tend to be good category, because the mean is below 72,2%.

X1: ADKAR - Knowledge			
Indicator	Questi. No	Statement	Mean
A person's current knowledge base	15	Disini, setiap karyawan memiliki pengetahuan yang dibutuhkan dalam melaksanakan perubahan yang bertujuan kepada pelayanan pelanggan	65.1
Capability of the person to learn	16	Disini, setiap karyawan, memiliki kemampuan dalam menyerap semua pengetahuan dan informasi berkaitan dengan perubahan yang dilakukan	71.4
Resources available to provide education and training	17	Disini, setiap karyawan difasilitasi sarana dan prasarana oleh perusahaan dalam usaha belajar dalam melaksanakan perubahan sesuai dengan tujuan perusahaan	69.5
The access to, or existence of, the required knowledge	18	Disini, setiap karyawan dengan cepat dan mudah mendapatkan pengetahuan yang dibutuhkan dalam melakukan perubahan	67.3

All indicators of knowledge (ADKAR) belongs to tend to be good category (below 72,2%). Provide a sufficient facilities and network about change and service to employers, could stimulate the willingness to curious or learned about the current and update issues related the change and strategies. And also could increase the knowledge capability of employing to accomplish the job target.

X1: ADKAR – Reinforcement			
Indicator	Question No.	Statement	Mean
Meaningful reinforcement	25	Disini, setiap karyawan dihargai dan diakui atas pencapaian target yang dilakukan	71.9

Association of the reinforcement with accomplishment	26	Setiap target kerja yang terpenuhi, selalu dirayakan sesuai dengan kebutuhan	<b>64.3</b>
Absence of negative consequences	27	Disini, setiap karyawan saling bantu membantu dan saling memberikan semangat positif dalam menjalankan perubahan yang berorientasi kepada melayani konsumen.	74.4
Accountability system	28	Disini, setiap karyawan dinilai kinerjanya berdasarkan target perubahan yang berorientasi kepada pelayanan pelanggan	<b>70.6</b>

At the Reinforcement (ADKAR), three indicators belongs to tend to be good category (below 72, 2%) need improvement. Meaningful reinforcement, associative reinforcement with accomplishment, and accountability system.

An integrated reward system adjusted with job performance really required to provide. It can stimulate and increase the motivation to give the best effort to accomplish the job. The various kinds form of reward, could prevent the employee saturation.

<b>X 3.2 Specific Competency- 5 Based Values as Competency</b>			
<b>Indicator</b>	<b>Quest No</b>	<b>Statement</b>	<b>Mean</b>
Integrity	43	Disini, setiap karyawan dapat dipercaya, jujur, dan konsisten dalam memahami keinginan pelanggan kami percaya bahwa setiap orang disini	74,4
Integrity	44	Disini, setiap karyawan dengan setulus hati melayani keinginan pelanggan sesuai dengan kode etik dan bisnis dalam perusahaan	74,5
Professional	45	Disini, setiap karyawan menguasai pengetahuan konsep maupun keterampilan teknis yang dibutuhkan dalam melayani dan memuaskan keinginan konsumen	<b>70,4</b>
Safety	46	Disini, setiap karyawan mengerti benar prosedur kerja dan system yang digunakan, serta melaksanakan prosedur tersebut kedalam pekerjaan	<b>68,7</b>
Innovation	47	Disini, setiap karyawan dengan leluasa dapat mengeluarkan dan mengembangkan ide, gagasan, pendekatan baru dan inovatif yang aplikatif dalam melayani keinginan pelanggan	<b>70,6</b>
Orientation to service	48	Disini, setiap karyawan, berdedikasi tinggi dalam memberikan pelayanan terbaik dalam melakukan pekerjaannya	74,4

At the specific competency (5 based values), three indicators belongs to tend to be good category (below 72, 2%) needs improvement i.e professional, safety, and innovation.

Low professionalism is characterized by the knowledge capability and the ability of employee. The lack of support to provide a sufficient facilities had an impact to ability to being professional in the workplace.

Safety, relates to knowledge of employees regarding about safety in the workplace. A lack of safety knowledge of the employee, can be triggered to number of accidents.

Innovation, emerges from recognition to the workplace. The meaningful recognition in PT KAI is still low, for example, the manager recognition from manager to his/her subordinates and employee saturation coming from monotone reward form (monetary form). The other form of reward form



(tangible, social or work-related) is required to stimulate a fresh and creative innovation from employees.

#### Matrix of Importance

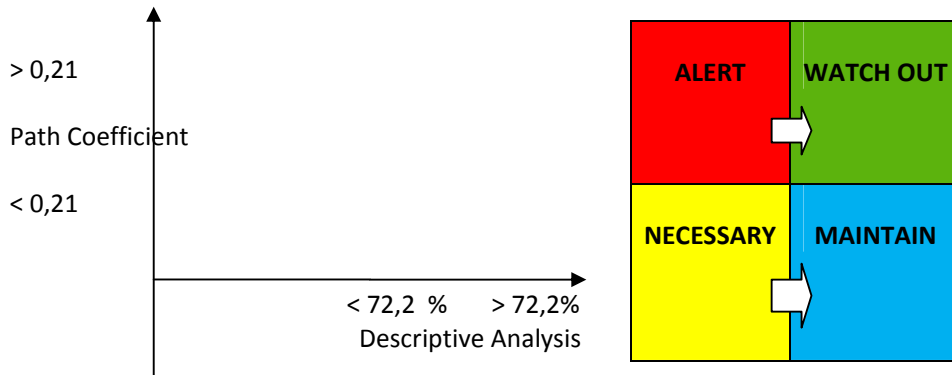


Fig 3 The Matrix Importance

Quadrant "Alert" is the quadrant where the indicator variable X is the most important and influential on the results to behavior to change (variable Y), also to be increased and develop by management PT KAI, because from the calculation (descriptive analysis) is in tend to be good (above 72, 2%).

Quadrant "Watch Out" is the quadrant where considered very important on result to behavior to change (factor Y), but has a relatively influential below "urgent". Therefore, PT KAI should continue to monitor, increase and develop less than in urgent quadrant, in order to prevent getting into urgent quadrant. "Necessary" is the quadrant that factors need to be developed and improved, but the effect is quite significant than quadrant "urgent".

"Maintain" is the quadrant that actually has a relatively good result toward behavior to change, but if too much focus to develop this quadrant, the effect is less influential.

So it can be concluded that each quadrant must have a different way of handling each quadrant. Therefore the indicators used must be mapped in order PT KAI to create the appropriate action.

Here are the results of grouping indicators for factors X.

ALERT	WATCH OUT
<p><b>ADKAR (X1)</b></p> <ul style="list-style-type: none"> <li>• <b>Knowledge</b></li> </ul> <ol style="list-style-type: none"> <li><b>1.A Person's current knowledge base:</b> remembering (wake up call), knowledge cafee</li> <li><b>2.Capability of the Person to Learn:</b> early retirement program, "satisfy your customer" program</li> <li><b>3.Resources availability to Provide Education and Training:</b> use intranet and internet, update books, journals, and magazines, more collaboration with third parties</li> <li><b>4.The access to or Existance of, the Require Knowledge:</b> forum and knowledge web based</li> </ol>	<p><b>ADKAR (X1)</b></p> <ul style="list-style-type: none"> <li>• <b>Awareness</b></li> </ul> <ol style="list-style-type: none"> <li><b>1. A Person View of the Current State:</b> "wake up call" moment</li> <li><b>2.Circulation of Misinformation or Rumors:</b> flow of the information procedure</li> <li><b>3.Contetability of the Reason to Change:</b> flow of the information procedure</li> </ol> <ul style="list-style-type: none"> <li>• <b>Desire</b></li> </ul> <ol style="list-style-type: none"> <li><b>1. The Nature of the Change, What the Change, and How it will Impact Them:</b> "wake up call" moment, provide flow of Information procedure</li> <li><b>2. Organizational/Enviromental context:</b> provide a variation on reward form</li> </ol>

<p>•<b>Reinforcement</b>  <b>1.Meaningful Reinforcement:</b> KAI award, “get together”event  <b>2.Assosiation of the Reinforcement with Accomplishment:</b> monthly review  <b>3.Accountability system:</b> to develop and elaborate KPI of service</p> <p><u><b>Specific Competenicies (5 Based Values as Competencie (X3.2)</b></u>  • <b>Professional:</b> to provide service guidelines and SOP  • <b>Innovation:</b> feedback meeting  • <b>Safety:</b> formal and informal safety moment</p>	<ul style="list-style-type: none"> <li>• <b>Ability</b></li> </ul> <p><b>1. Intellectual Capability:</b> monthly review, provide learning and education through training-education program  <b>2. The Availability of Resources:</b> to provide support guidelines and system</p> <p><u><b>Specific Competencies (5 Based Values as Competencies (X3.2)</b></u>  • <b>Integrity:</b> to provide an employee engagement and employee’ s loyalty program  • <b>Orientation to services:</b> “employee of the month” program</p>
<p style="text-align: center;"><b>NECESSARY</b></p> <p><u><b>Management Commitment (X2)</b></u>  • <b>Organization support:</b> to provide ERP system, provide the effective bureaucracy  • <b>Reward:</b> to provide integrated an job performance system based on KPI of service orientation  • <b>Training:</b> training and educational guideline book</p> <p><u><b>Specific Competencies (Hospotality Competencies (X3.1)</b></u>  • <b>Interpersonal skill:</b> provide training or education program related to developing interpersonal skill  • <b>Good communication and language:</b> collaboration with third parties to provide an education program related to communication and language</p>	<p style="text-align: center;"><b>MAINTAIN</b></p> <p><u><b>Management Commitment (X2)</b></u>  • <b>Empowerment:</b> provide feedback meeting, one-on-one coaching</p> <p><u><b>Specific Competencies (Hospotality Competencies (X3.1)</b></u>  • <b>Work spirit:</b> job goal and reward-punishment clearly informed  • <b>Team player:</b> gathering event  • <b>Service efficiency:</b> to provide service SOP and development education program  • <b>Enthusiasm &amp; attitude:</b> to provide service SOP and development education program  • <b>Availability &amp; reactivity:</b> to provide service SOP and development education program  • <b>Adaptibility:</b> to provide service SOP and development education program  • <b>Consistency:</b> to provide service SOP and development education program  • <b>Friendly/ kindly:</b> to provide service SOP and development education program</p>

### 3. Conclusion

1. By using ADKAR, commitment management and specific competence, indicators of knowledge, reinforcement (ADKAR), organizational support, reward, training (commitment management), innovation, professional, safety, interpersonal skill and communication and language (specific competence), to be observed and prioritized by PT KAI top management through providing and to spend infrastructure and system which to meet the employees requirement to do transformation.
2. At this moment, the employee’s competence that owned by PT KAI has not been adequate. It is because the majority of the educational background of employees 56.93% were elementary-junior high school. Through the grand strategy of PT KAI “fix continous improvement” in an effort to enhance the capability of human resources and also from the research resutls above, the efforts to providing and facilitated the systems and infrastuctures are highly observed and implemented consistently and sustainably.

3. ADKAR, commitment management and specific competence can help reduce the gap between current condition with expected condition, by pay attention, follow up and do an optimize efforts to providing based on purpose solutions based on the influential and important level against human resources readiness that divided into quadrants. Those indicators are "alert" quadrant as top priority, and "necessary" quadrant as the second. Besides those two quadrants, the management of PT KAI requires to pay attention to other quadrants: "watch out" and "maintain" quadrants. By conducting this analysis, PT KAI can improve or provide better to stimulate and increase employees readiness to support behave toward change. When behavior to change successfully produce, the target change, which is service orientation, will be achieved.

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